U.S. Department
of Transportation
**Federal Aviation
Administration**

ADMINISTRATOR'S FACT BOOK

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FAA VISION

To provide the safest, most efficient and responsive aerospace system in the world, and to be the best Federal employer, continuously improving service to customers and employees.

FAA Mission

FAA provides a safe, secure, and efficient global aerospace system that contributes to national security and the promotion of US aerospace safety.

As the leading authority in the international aerospace community, FAA is responsive to the dynamic nature of customer needs, economic conditions, and environmental concerns.

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For further information call APF-100 (202-267-9946)

*Updated this issue

Distribution: A-WXYZE-3; A-FOF-O(STD)

Aviation Accidents by Type of Operation

Type of Operation	Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Large Air Carrier	1998	5	2	5	3	5	2	2	4	7	4	5	6	50
	1999	4	5	4	2	4	7	6	3	7	5	3	2	52
Commuter	1998	0	1	0	1	2	1	0	0	1	1	0	1	8
	1999	0	0	1	2	0	1	0	0	2	4	0	3	13
Air Taxi	1998	4	5	3	9	10	7	3	10	9	9	3	4	76
	1999	6	7	7	10	0	8	3	11	7	5	6	7	77
General Aviation	1998	95	97	139	139	206	211	266	203	187	142	121	104	1,910
	1999	91	98	118	144	224	197	244	234	199	140	104	115	1,908
Rotorcraft*	1998	13	6	14	21	23	17	22	22	14	13	9	16	190
	1999	9	15	12	15	9	31	18	19	24	19	16	10	197

* Part 135 and US registered general aviation rotocraft accidents.

Note: Preliminary data and subject to change.
As of: 3/15/00

Source: AAI-200
267-9062

Aviation Accident Rates by Type of Operation

Type of Operation	1996		1997		1998		1999		% Chg 97-98	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Large Air Carriers.....	38	.28	48	.31	50	.29	52	.29	4%	0%
Commuter.....	11	.40	16	1.70	9	2.30	13	4.80	44%	109%
Air Taxi.....	90	4.44	83	3.64	77	3.03	77	2.71	0%	-11%
General Aviation.....	1,907	7.66	1,855	7.29	1,909	7.12	1,908	7.05	0%	-1%

Accident Rates are per 100,000 Flight Hours

Rotocraft rates discontinued, currently under review.

Note: Preliminary data and subject to change.
As of: 3/15/00

Source: AAI-200
267-9062

Airspace Incidents by Incident Type

Incident Type	Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Near Midair Collisions	1998	11	12	13	22	20	16	14	25	14	19	28	14	208
	1999	19	18	24	19	18	22	23	30	21	25	19	13	251
Pilot Deviations	1998	112	136	154	149	125	135	131	120	112	140	136	141	1,591
	1999	112	110	109	131	130	143	191	138	138	170	131	150	1,653
Operational Errors	1998	61	49	67	70	72	97	76	81	93	78	77	73	894
	1999	60	68	85	82	75	74	94	97	77	105	76	106	999
Vehicle Pedestrian Deviations	1998	18	17	14	23	25	35	24	24	21	24	24	13	262
	1999	21	18	33	30	28	35	41	47	46	49	15	24	387
Surface Incidents	1998	60	65	61	65	69	84	70	83	77	63	76	59	832
	1999	67	52	68	78	84	90	117	100	111	115	84	95	1,061
Runway Incursions*	1998	24	20	23	26	22	32	23	28	38	30	36	23	325
	1999	28	22	17	22	29	29	39	23	32	24	25	32	322

Note: Preliminary data and subject to change.

Source: ATX-400
267-9630
*ATS-20
493-4307

As of: 1/5/00
*As of: 1/6/00

Airspace Incident Rates by Incident Type

Incident Type	1996		1997		1998		1999		Percent Change 1998 - 1999 (4)	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Operational Errors (1).	791	.53	790	.53	894	.56	999	.61	0.12	9%
Pilot Deviations (2).....	1,275	.86	1,493	.96	1,591	1.00	1,653	1.01	4%	1%
Surface Incidents (3)	692	1.13	812	1.28	832	1.29	1,061	1.60	28%	24%
Runway Incursions (3)	275	.45	292	.45	325	.49	322	.47	-1%	-4%

(1) Per 100,000 Facility Activities
(2) Per 100,000 Flight Hours
(3) Per 100,000 Airport Operations
(4) Calculations use fifteen decimal places for rates (rounded two places for display).
Note: Preliminary data subject to change.
As of: 1/5/00
*As of 1/6/00

Source: ATX-400
267-9630
*ATS-20
493-4307

Worldwide Hijackings

Incidents	Jan-Feb 2000	CY 1999	CY 1998	CY 1997
U.S. Sched. Air Carrier Aircraft.....	0	0	0	0
U.S. General Aviation Aircraft.....	0	0	0	0
Foreign Aircraft.....	3	12	9	11

Preliminary data.
As of: 2/29/00

Source: ACI-200
267-3483

National Transportation Safety Board
1998 U.S. Transportation Fatalities

	1997[1]	1998
Highway		
Passenger cars	22,200	21,240
Light Trucks and Vans	10,257	10,760
Pedestrians	5,321	5,254 [1]
Motorcycles	2,116	2,242
Pedalcycles	814	794
Medium and heavy trucks	753	723
Buses	18	27
All Other	534	440
Total	**42,013**	**41,480**
Grade Crossings [2]	**(461)**	**(431)**
Rail		
Intercity		
Trespassers and Nontrespassers [3]	590	601
Employees and Contractors	48	34
Passengers on trains	6	4
Light and commuter rail [4-5]	105	192
Total	**749**	**831**
Marine		
Recreational Boating	821	808
Cargo Transport	36	24
Commercial fishing [6]	54	76
Total	**911**	**908**
Aviation		
General Aviation	646	621
Airlines	8	1
Air Taxi	40	45
Commuter	46	0
Foreign/Unregistered [7]	236	16
Total	**976**	**683**
Pipeline		
Gas	10	17
Liquids	0	1
Total	**10**	**18**
GRAND TOTAL	44,659	43,920

1 1997 figures are preliminary estimates supplied by modal agencies within DOT.
2 Grade crossing fatalities are not counted as a separate category for determining the grand totals because they are included in the highway and rail categories, as appropriate.
3 Does not include motor vehicle occupants killed at grade crossings.
4 1998 figure includes heavy rail fatalities (54) reported by the Federal Transit Administration (FTA).
5 Fatalities reported to the FTA for commuter rail operations may also be reported to the Federal Rail Administration and included in the intercity railroad fatalities.
6 Refers to only operational fatalities.
7 Includes non-U.S. registered aircraft involved in accidents in the U.S.

Air Traffic

FAA Air Traffic Activity
(In Thousands)

	Jan-Dec 99*	Jan-Dec 98
Aircraft Handled by FAA ARTCC's		
Air Carrier	24,324	23,395
Air Taxi	7,822	7,259
General Aviation	8,769	8,744
Military	4,021	4,251
TOTAL	**44,936**	**43,649**
Airport Operations Logged by FAA Towers		
Air Carrier	14,591	14,118
Air Taxi	9,177	9,045
General Aviation	28,658	28,512
Military	2,148	2,111
TOTAL	**54,574**	**53,786**
Instrument Operations Logged by FAA Towers		
Air Carrier	16,002	15,354
Air Taxi	11,104	11,042
General Aviation	20,732	20,100
Military	3,456	3,433
TOTAL	**51,294**	**49,929**
Flight Services Logged by:		
Flight Service Stations	803	850
Automated Flight Service Stations	33,028	35,928
TOTAL	**33,831**	**36,778**

*Preliminary
As of: 12/31/99

Source: APO-130
267-9942

Air Route Traffic Control Center Activity

CY 98 Rank	Center	Aircraft Handled (000's) Jan-Dec 99*	Jan-Dec 98
1	Cleveland, OH	3,147	3,041
2	Chicago, IL	2,868	2,801
3	Atlanta, GA	2,842	2,696
4	New York, NY	2,827	2,587
5	Washington, DC	2,657	2,480
6	Indianapolis, IN	2,637	2,444
7	Fort Worth, TX	2,188	2,162
8	Memphis, TN	2,181	2,144
9	Jacksonville, FL	2,200	2,144
10	Kansas City, KS	2,191	2,142
11	Miami, FL	2,157	2,081
12	Minneapolis, MN	2,125	2,065
13	Los Angeles, CA	2,097	2,027
14	Houston, TX	2,035	2,019
15	Boston, MA	1,860	1,944
16	Albuquerque, NM	2,079	1,888
17	Denver, CO	1,668	1,637
18	Oakland, CA	1,631	1,615
19	Salt Lake City, UT	1,432	1,564
20	Seattle, WA	1,435	1,409
21	Anchorage, AK	576	651
22	Guam **	102	109

*Preliminary
**Center Radar Approach Control (CERAP)

Source: APO-130
267-9942

As of: 12/31/99

50 Busiest FAA Airport Traffic Control Towers

CY 98 Rank	Tower and State	Airport Operations (000's) Jan-Dec 99*	Jan-Dec 98
1	Dallas/Ft. Worth Int'l., TX	867	930
2	Chicago/O'Hare Int'l., IL	897	897
3	Atlanta International, GA	910	847
4	Los Angeles Int'l, CA	779	774
5	Van Nuys, CA	599	552
6	Detroit Metro Wayne Co., MI	560	538
7	Miami International, FL	517	536
8	Phoenix Sky Harbor Int'l, AZ	564	530
9	Boston/Logan Int'l, MA	502	516
10	Metropolitan Oakland Int'l	524	507
11	Lambert-St. Louis Int'l, MO	501	504
12	Minneapolis-St. Paul Int'l, MN	510	483
13	Denver International, CO	501	477
14	Long Beach/Daughtery, CA	499	472
15	Las Vegas/McCarran Int'l, NV	543	471
16	Philadelphia Int'l, PA	480	469
17	Denver/Centennial	436	466
18	Newark International, NJ	463	462
19	Charlotte/Douglas, NC	445	455
20	Pittsburgh International, PA	438	451
21	Houston/Intercontinental, TX	463	448
22	Covington/Cincinnati Int'l, KY	476	443
23	San Francisco Int'l, CA	440	432
24	Santa Ana/John Wayne, CA	471	418
25	Seattle Tacoma Int'l, WA	434	408

*Preliminary [1] Missing 1999 data

Source: APO-130
267-9942

As of: 12/31/99

50 Busiest FAA Airport Traffic Control Towers

CY 98 Rank	Tower and State	Airport Operations (000's) Jan-Dec 99*	Jan-Dec 98
26	Washington Dulles Int'l, VA[1]	441	396
27	Fort Worth Meacham, TX	338	382
28	Orlando/Sanford, FL	363	381
29	Salt Lake City Int'l, UT	369	365
30	Orlando International, FL	364	365
31	Memphis International, TN	375	365
32	La Guardia, NY	368	361
33	John F. Kennedy Int'l, NY	356	358
34	Prescott/E. A. Love Field, AZ	337	350
35	Seattle/Boeing Field, WA	327	345
36	Honolulu International, HI	346	337
37	Pontiac/Oakland Co. Int'l, MI	347	333
38	Portland International, OR	322	326
39	Washington National, DC	335	314
40	Anchorage International, AK	311	312
41	Cleveland Hopkins Int'l, OH	321	309
42	Daytona Beach, FL	363	306
43	Baltimore/Wash. Int'l, MD	303	291
44	San Jose International, CA	305	286
45	Phoenix-Deer Valley, AZ[1]	262	281
46	Chicago Midway, IL[1]	273	279
47	San Antonio International, CA	256	273
48	Tulsa/Riverside, OK	272	273
49	Tucson International, AZ	279	267
50	San Diego/Montgomery, CA[1]	251	266

50 Busiest Radar Approach Control Facilities

CY 98 Rank	Facilities/State	Instrument Ops (000s) Jan-Dec 99*	Jan-Dec 98
1	Southern Calif. TRACON, CA...	2,333	2,237
2	New York TRACON, NY.....	2,075	2,035
3	Dallas/Ft Worth , TRACON, TX	1,382	1,419
4	Chicago TRACON, IL.....	1,363	1,337
5	Atlanta International, GA.....	1,139	1,066
6	Bay TRACON, CA.....	1,072	1,037
7	Miami International, FL.....	982	997
8	Houston TRACON, TX.....	845	820
9	Detroit TRACON, MI.....	787	750
10	Phoenix TRACON, AZ.....	734	675
11	Washington Dulles Int'l, VA.....	682	662
12	Minneapolis TRACON, MN.....	690	658
13	Philadelphia International, PA...	691	656
14	Denver TRACON, CO.....	681	645
15	St Louis TRACON, MO.....	650	638
16	Boston TRACON, MA.....	619	632
17	Orlando International, FL.....	641	612
18	Las Vegas TRACON, NV.....	678	604
19	Seattle/Tacoma TRACON, WA.	601	582
20	Pittsburgh International, PA.....	546	578
21	Cincinnati International, KY.....	607	577
22	San Juan CERAP, PR[1].....	589	576
23	Washington National, DC.....	612	562
24	Charlotte/Douglas Int'l, NC.....	562	558
25	Baltimore-Washington Int'l, MD.	535	534

* Preliminary

Source: APO-130
267-9942

As of: 12/31/99

50 Busiest Radar Approach Control Facilities

CY 98 Rank	Facilities/State	Instrument Ops (000's) Jan-Dec 99*	Jan-Dec 98
26	Tampa International, FL.....	579	525
27	Jacksonville Int'l, FL.....	506	521
28	Salt Lake City TRACON, UT....	554	512
29	Honolulu CERAP, HI.....	505	468
30	Sacramento RAPCON, CA.....	449	463
31	Daytona Beach Int'l, FL.....	573	462
32	Memphis International, TN.....	462	439
33	San Antonio Int'l, TX.....	443	437
34	Cleveland Hopkins Int'l,OH.....	412	401
35	Dayton International, OH.....	389	384
36	Yankee TRACON, CT.....	395	381
37	Port Columbus Int'l, OH.....	380	360
38	Portland TRACON, OR.....	376	359
39	Indianapolis Int'l, IN.....	362	358
40	Corpus Christi,TX.....	368	342
41	Milwaukee/Mitchell Int'l, WI.....	315	341
42	Kansas City International, MO..	341	336
43	Honolulu International, HI.....	350	334
44	Palm Beach International, FL...	350	332
45	Austin, TX.....	342	326
46	Raleigh-Durham, NC.....	367	325
47	Pensacola TRACON, FL.....	358	325
48	Anchorage TRACON, AK.....	326	326
49	Richmond International, VA.....	318	318
50	OK City/Will Rogers, OK.....	320	313

Automated Flight Service Stations Activity

CY 98 Rank	AFSS/State	Flight Services (000's) Jan-Dec 99*	Jan-Dec 98
1	Miami AIFSS, FL[1]	1,228	1,292
2	St. Petersburg, FL	1,166	1,145
3	Lansing, MI	929	1,014
4	Fort Worth, TX	867	957
5	Raleigh, NC	732	825
6	Columbia, MO	732	801
7	Kankakee, IL	715	783
8	Seattle, WA	760	768
9	Terre Haute, IN	751	755
10	Bridgeport, CT	737	752
11	Princeton, MN[1]	694	742
12	Macon, GA	691	722
13	Anderson, SC	828	721
14	Dayton, OH	540	716
15	Green Bay, WI[1]	622	690
16	Denver, CO	698	685
17	Gainesville, FL	532	678
18	Leesburg, VA	671	667
19	San Angelo, TX	629	648
20	Prescott, AZ	645	637
21	Oakland AIFSS, CA	555	632
22	Millville, NJ	601	631
23	Williamsport, PA	598	619
24	Wichita, KS	457	616
25	Anniston, AL	528	608
26	Cleveland, OH	463	590
27	Conroe, TX	563	585
28	Kenai AIFSS, AK	536	548
29	Mc Alester, OK	499	532
30	Altoona, PA	508	527

* Preliminary [1] Missing 1999 data

Source: APO-130
267-9942

Automated International Flight Service Station--AIFSS

As of: 12/31/99

Automated Flight Service Stations Activity

CY 98 Rank	AFSS/State	Flight Services (000's) Jan-Dec 99*	Jan-Dec 98
31	Albuquerque, NM	479	499
32	Riverside, CA	463	492
33	Nashville, TN	470	488
34	Jonesboro, AR	433	485
35	Burlington, VT	405	476
36	Hawthorne, CA	458	464
37	De Ridder, LA	362	438
38	Fort Dodge, IA	376	434
39	Rancho Murieta, CA	398	409
40	San Diego, CA	381	399
41	Mc Minnville, OR	379	394
42	St. Louis, MO	369	394
43	Louisville, KY	323	382
44	Cedar City, UT	353	381
45	Buffalo, NY	337	371
46	Bangor, ME	348	368
47	Columbus, NE	328	335
48	Islip AIFSS, NY	332	331
49	Reno, NV	320	320
50	Grand Forks, ND	308	318
51	Greenwood, MS[1]	220	311
52	Huron, SD	269	307
53	San Juan AIFSS, PR	323	298
54	Jackson, TN	260	292
55	Elkins, WV	267	287
56	Great Falls, MT	264	280
57	Fairbanks, AK	221	254
58	Casper, WY	193	233
59	Honolulu, HI	215	203
60	Boise, ID	195	200
61	Juneau, AK	149	166

Airports

Number of U.S. Airports [1]

(As of December 31)

	1999	1998	1997
Total Airports	19,098	18,770	18,345
Public Use Airports	5,354	5,352	5,357
# with Paved Runways	3,949	3,970	3,963
# with Unpaved Runways	1,375	1,382	1,394
# with Lighted Runways	4,051	4,005	3,999
# with Unlighted Runways	1,273	1,347	1,358
Private Use Airports	13,774	13,418	12,988
# with Paved Runways	4,384	4,451	4,285
# with Unpaved Runways	9,390	8,967	8,703
# with Lighted Runways	918	840	833
# with Unlighted Runways	12,856	12,578	12,155
Public use airports abandoned	17	24	25
Private use airports abandoned	109	92	83
Certificated Airports	655	660	660
Civil	565	566	566
Military	90	94	94

[1] Includes civil and joint-use civil-military airports, heliports, STOLports, and seaplane bases in the U.S. and its territories.

[2] Preliminary

* Certificated airports serve Air Carrier Operations with aircraft seating more than 30 passengers. (FAR Part 139).

Source: AAS-330

As of: 12/31/99

267-8752

National Airspace Total System Delays

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD Total	
2000	26,015	27,208											53,223	
1999	24,345	19,851	23,180	34,046	39,533	41,602	45,162	37,189	32,833	28,223	23,330	24,822	374,116	
1998	27,623	24,855	24,159	22,563	29,187	37,093	25,672	30,549	20,194	23,988	20,439	19,912	306,234	r/
1997	21,588	15,856	15,055	17,453	19,177	25,068	26,193	24,816	19,388	17,812	22,337	20,516	245,259	r/
1996	25,082	18,955	18,598	19,303	22,200	29,776	25,544	24,203	25,422	21,452	17,294	23,678	271,507	r/

Percent Increase Compared to same period 1999 16.96%
Delays of 15 minutes or longer
r/ Revised
As of: 2/29/00

Source: ATT-200
703-904-4470

Aircraft

U.S. Air Carrier Activity

	CY 1999	CY 1998	CY 1997
Total Number of Aircraft[1].....	19,145	18,754	17,990
Type of Carrier			
Domestic, flag, supplemental, scheduled, cargo air carriers, and commercial	7,094	6,959	6,681
Commuter Air Carriers and Air	12,051	11,795	11,309
Total Number of Aircraft[1].....	19,145	18,754	17,990
Type of Aircraft			
Jet.....	7,270	6,865	6,464
Turboprop.....	3,740	3,535	3,207
Piston.....	5,757	6,065	6,167
Rotary	2,378	2,289	2,152
Air Carrier Traffic Statistics[2] (Millions)*			
Passenger miles	668,169	635,517	605,434
Passenger	635	613	599
Ton	86,800	82,304	81,057
Aircraft miles	6,161	5,838	5,679
Passenger load factor[3]			
Domestic.....	68.9%	70.0%	69.1%
International.....	74.4%	72.8%	74.1%

[1] Source: Vital Information System

[2] Includes domestic and international scheduled service, of Certificated Route Air Carriers only.

[3] Proportion of aircraft seating capacity that is sold.

As of: 12/31/99

Source: AFS-40
267-3433
*BTS (K-25)
366-8513

U.S. General Aviation and Air Taxi Activity

(Calendar Years)

	Estimated Active Aircraft (thousands)		Estimated Hours Flown (Millions)	
	1998	1997	1997	1997
Total	204.7	192.4	28.1	27.7
By Type Aircraft				
Piston	163.0	156.1	20.4	20.7
Turboprop	6.2	5.6	1.8	1.7
Jet	6.1	5.2	2.2	1.7
Rotary Wing	7.4	6.8	2.3	2.1
Other	5.6	4.1	0.3	0.2
Experimental	16.5	14.7	1.1	1.3
By Type Flying				
Public Use**	4.0	4.1	1.4	1.1
Corporate	11.3	10.4	3.2	2.9
Business	32.6	27.7	3.5	3.0
Personal	124.3	115.6	9.8	9.6
Instructional	11.4	14.7	4.0	5.0
Air Taxi	4.9	4.8	2.4	2.0
Aerial Application	4.6	4.9	1.3	1.6
Aerial Observation	3.2	3.3	0.8	1.3
Sight Seeing	0.7	0.7	0.2	0.1
Air Tours	0.3	0.2	0.2	0.1
External Load	0.3	0.2	0.2	0.1
Other Work Use	1.1	0.7	0.3	0.1
Other	6.0	5.3	0.9	0.8

As of: 12/31/98

Source: APO-110
493-4236

Aircraft Certification Service

Aircraft Certification Mission and
Program Profiles

	FY 1999	FY 1998
Type Certificates/Supplemental Type Certificates Issued	1,790	1,737
Other Design Approvals Issued	5,960	5,908
Production Approvals (Including Amendments) Issued	2,720	2,710
Airworthiness Certificates Issued	2,820	2,804
New Airworthiness Directives (AD) Issued	474	551
New Designees (Representative of the Administrator) Appointed	1,195	1,190
Total Active Designees	4,594	4,605

As of: 9/30/99

Source: AIR-503
267-7260

Active Pilots and Nonpilots
(As of 31 December)

	1998		1997	
	Total	Women	Total	Women
Pilot-Total	**618,298**	**35,762**	**616,340**	**35,531**
Student	97,736	11,289	96,101	11,217
Private	247,226	14,152	247,602	14,257
Commercial	122,053	5,366	125,300	5,392
Airline Transport	134,612	3,848	130,858	3,572
Other[1]	16,671	1,107	16,479	1,093
Nonpilot-Total[2]	**549,588**	**15,380**	**540,892**	**14,562**
Mechanic	336,670	4,483	332,254	4,197
Repair Men/Women	52,909	1,940	51,643	1,861
Ground Instructor	70,334	4,904	69,366	4,758
Flight Engineer	63,700	1,841	62,544	1,725
Other[3]	25,975	2,212	25,085	2,021
Flight Instructor	**79,171**	**4,926**	**78,102**	**4,763**

[1] Includes helicopter (only) & glider (only), and recretional pilot certificates.

[2] Excludes non-pilots 70 years old or over in all certificate types except flight engineers and flight navigators.

[3] Includes flight navigators, parachute riggers, and dispatchers.

As of 12/31/98

Source: APO-110
267-7924

Industry Trends

Scheduled U.S. Air Carrier Traffic and Financial Trends

	FY 1999	FY 1998	Numerical Change	Percent Change
TRAFFIC				
ASM'S (in millions)				
Majors	839,888	806,803	33,085	4.1
Nationals	63,941	57,402	6,539	11.4
Regionals	3,764	3,497	267	7.6
Totals	**907,593**	**867,702**	**39,891**	**4.6**
RPM's (in millions)				
Majors	598,090	575,181	22,909	4.0
Nationals	42,739	37,660	5,079	13.5
Regionals	2,019	1,996	23	1.2
Totals	**642,848**	**614,837**	**28,011**	**4.6**
Load Factor (in percent)				
Majors	71.2	71.3	(0.1)	
Nationals	66.8	65.6	1.2	
Regionals	53.6	57.1	(3.5)	
Totals	**70.8**	**70.9**	**(0.1)**	
FINANCIAL				
Revenues (in millions)				
Majors	$103,503	$100,765	$2,738	2.7
Nationals	11,904	10,780	1,124	10.4
Regionals	1,167	1,151	16	1
Totals	**$116,574**	**$112,696**	**3,878**	**3.4**
Expenses (in millions)				
Majors	$95,898	$91,973	$3,925	4.3
Nationals	10,984	10,235	749	7.3
Regionals	1,116	1,208	(92)	(7.6)
Totals	**$107,998**	**$103,416**	**4,582**	**4.4**
Operating Profit/Loss (in millions)				
Majors	$7,605	$8,792	($1,187)	
Nationals	920	545	375	
Regionals	51	(57)	108	
Totals	**$8,576**	**$9,280**	**($704)**	

Source: APO-110

As of: 1/27/00

493-4236

U.S. Commercial Space Transportation Financial Trends

	CY 97	CY 98	CY 99 (Projected)
Commercial Launch Revenues (in Millions)			
Small Launch Vehicles	$55	NA	NA
Large Launch Vehicles	$885	NA	NA
TOTAL	$940	$1,119	$1,300

NA - not available

As of: 4/16/99

Source: AST-200
267-8308

Aviation Forecasts

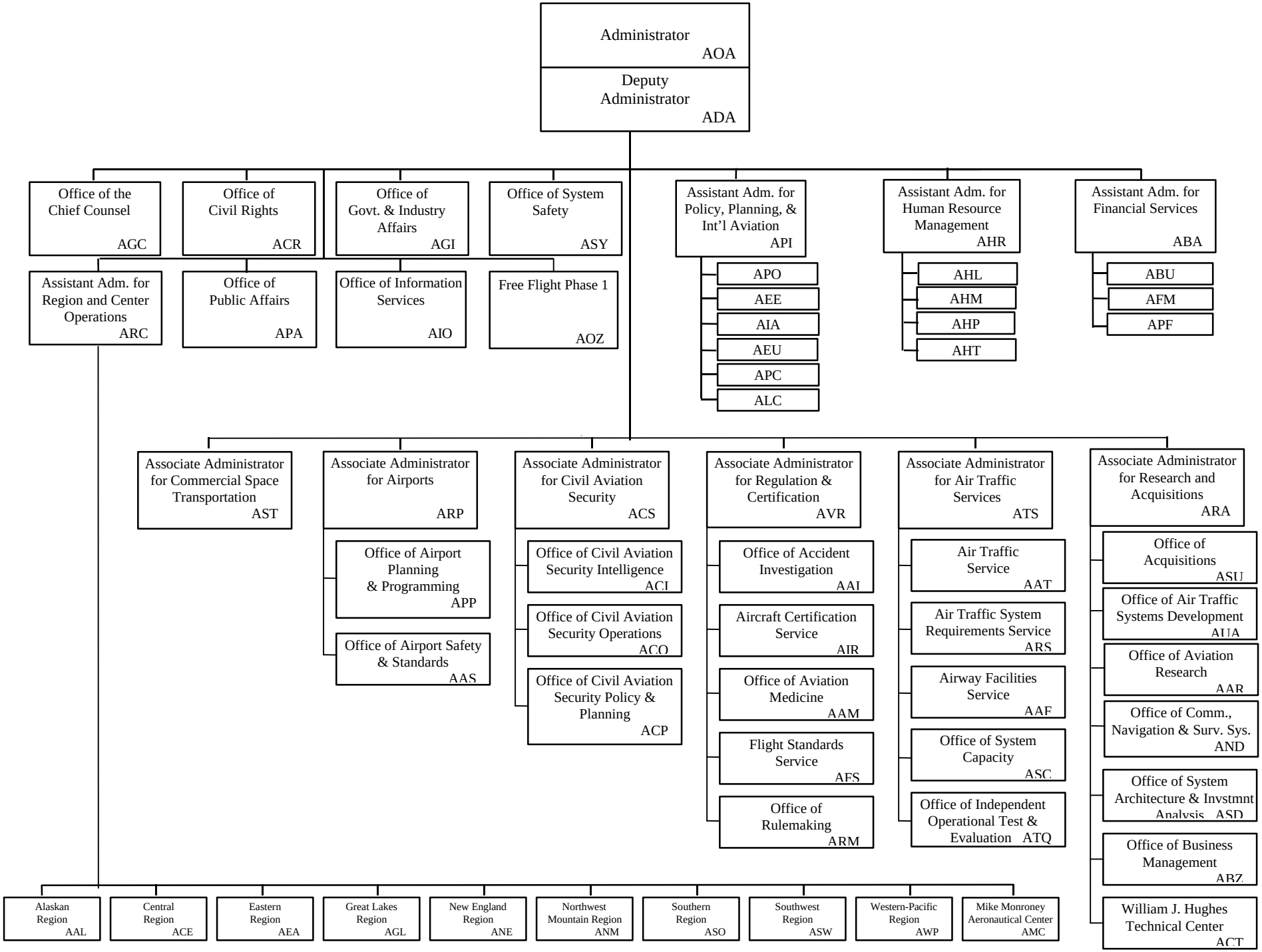
	Actual FY 1999	Forecast FY 2003
FAA FACILITY WORKLOAD		
Aircraft Handled by FAA ARTCC's (Millions)	**44.7**	**49.0**
Air Carrier	24.0	26.9
Air Taxi/Commuter	7.7	8.5
General Aviation	8.8	9.6
Military	4.1	4.1
Operations Logged by FAA Towers (Millions)		
Airport	68.2	73.9
Instrument	51.8	56.5
Flight Services Logged by Flight Services Stations (Millions)	32.4	32.2
CIVIL AVIATION ACTIVITY		
Certificated Route Air Carrier		
Revenue Passenger Enplanements (Millions)	629.4	713.3
Revenue Passenger Miles (Billons)	642.8	756.8
Air Carrier Aircraft	5,668	6,856
General Aviation Estimated		
Hours Flown (Millions)*	29.8	32.7
Active Aircraft (Thousands)*	206.5	215.1
ESTIMATED FUEL CONSUMED BY U.S. DOMESTIC CIVIL AVIATION (Millions of Gallons)		
Jet Fuel		
Air Carrier	19,429	22,287
General Aviation	888	1,191
Aviation Gas		
Air Carrier	2	2
General Aviation	313	331
Active Pilots (Thousands)*	640.1	702.8

***Calendar Year**

As of: 3/2000

Source: APO-110
493-4236

FEDERAL AVIATION ADMINISTRATION



The Associate Administrator for Commercial Space Transportation

Since its establishment in 1984, the primary responsibilities of the Associate Administrator for Commercial Space Transportation (AST) have been to regulate the US commercial space transportation industry and license commercial launches to protect public health and safety, safety of property, national security, and foreign policy interests of the US. The Office is also responsible for encouraging, facilitating and promoting commercial launches by the private sector and for regulating non-federal or commercial space launch sites.

Licenses to conduct commercial launches are granted to commercial launch providers who demonstrate evidence of compliance with all safety regulations and other requirements for conducting commercial space launch activities. Licensees must also have sufficient insurance or financial resources to cover any probable losses from a launch mishap.

Licensed commercial launches are currently conducted at federal launch sites including Cape Canaveral Air Station, Florida; Vandenberg Air Force Base, California; Wallops Flight Facility, Wallops Island, Virginia; and White Sands Missile Range, New Mexico. Four non-federal or commercial sites are now licensed and operational to allow licensed commercial launches and other launch operations. They are the California Spaceport, located at Vandenberg Air Force Base; Spaceport Florida Authority, located at Cape Canaveral; the Virginia Space Flight Center, located on Wallops Island, Virginia; and the Kodiak Launch Complex, located on Kodiak Island, Alaska. The state of New Mexico has a proposal for the development of the Southwest Regional Spaceport in south central New Mexico.

AST Programs and Initiatives

Regulatory and Safety Program

- Licensing, Rulemaking, Insurance Determinations/Risk Assessment, Environmental Compliance, Standards, Compliance Monitoring, Enforcement, Safety Research, Reentry Spacecraft and Operations.

Other Programs and Initiatives

- Launch Technology Development, Customer Service, Industry and Market Analysis, Federal Space Policy Development, International Launch Trade Policy, Community and Educational Outreach

Research Areas

- Flight Safety, Launch Sites, Payload Safety, Standards, GPS, Environmental Issues, Space Safety including Orbital Debris.

World Wide Web Address:

http://AST.faa.gov/

U.S. Commercial Space Transportation Activity and AST Licensing

	FY 1997	FY 1998	FY 1999 (Projected)
Licensed Commercial Launches			
TOTAL	**14**	**22**	**18**
Number of Orbital Launches	14	22[1]	18
Number of Sub-Orbital Launches	0	0	0
By Launch Vehicle Type			
Delta Family (Boeing Company)	5	11	7
Atlas Family (Lockheed Martin)	6	5	5
Pegasus (Orbital Sciences Corp.)	2	4	2
Athena 1&2 (Lockheed Martin)	1	1	3
Starfire (EER Systems)	0	0	0
Taurus (Orbital Sciences Corp.)	0	1	0
Zenit (KB Yuzhnoye, Ukraine)	0	0	1
By Payload Type			
GEO[2] Communications Satellites	7	9	8
LEO[3] Communications Satellites	4	11	5
Scientific Satellites	2	0	3
Remote Sensing Satellites	1	2	2
Mirogravity Satellites	0	0	0
Mass Simulator	0	0	1
By Launch Site (Federal)			
Cape Canaveral Air Station, FL	7	11	13
Vandenberg AFB, CA	6	8	4
Wallops Flight Facility, VA	0	3	0
White Sands Missile Range, NM	0	0	0
Kwajalein Missile Range	0	0	1
By Launch Site (Commercial)			
California Spaceport	0	0	0
Spaceport Florida Authority	0	1	0
Virginia Space Flight Center	0	0	0
International Sites	1	0	1[4]
Number of Licenses			
New	8	1[5]	3
Renewal	2	2	4
Amendment	6	6	18

[1] Includes one Lunar orbital mission: the Lunar Propector on a Lockheed Martin Athena Rocket, Jan. 6, 1998.

[2] GEO: Geosynchronous Earth orbit-approx. 22,300 miles above the equator.

[3] LEO: Low Earth Orbit- from 100-1000 nautical miles.

[4] Proposed Launch from Ocean Platform in the Pacific.

[5] License issued to Alaska Aerospace Development Corporation for the Kodiak Launch Complex.

As of: 9/17/99

Source: AST-200

267-8308

United States Commercial Space Launch Schedule, CY 1999

Payload (Country)/ Description	Launch Company/ Vehicle	Launch Date/ Launch Site	Status
Rocsat (Republic of China) Comm. Satellite	**Lockheed Martin** Athena-1	January 26, 1999 Cape Canaveral, FL	Successful (1/26/99)
JCSAT-6 (Japan) Comm. Satellite	**Lockheed Martin** Atlas IIAS	January 31, 1999 Cape Canaveral, FL	Successful (2/15/99
Mass Simulator (Int'l) Experiment	**Sea Launch Company** Zenit (Ukrainian)	2nd Quarter 1999 Pacific Ocean	Successful (3/27/99)
Eutelsat W3 (Int'l) Comm. Satellite	**Lockheed Martin** Atlas IIAS	April 12, 1999 Cape Canaveral, FL	Sucessful (4/21/99)
Ikonos 1 (US) Remote Sensing Satellite	**Lockheed Martin** Athena 2	April 27, 1999 Vandenberg AFB, CA	*Launched (4/27/99)
Orion F3 (US) Comm. Satellite	**Boeing** Delta 3	May 1999 Cape Canaveral, FL	**Launched (5/4/99)
Terriers (US) Comm. Satellite	**Orbital Sciences Corp.** Pegasus XL	May 18, 1999 Vandenberg AFB, CA	Successful (5/18/99)
Globalstar 3 (US) LEO Comm. Satellite	**Boeing** Delta 7420	June 10, 1999 Cape Canaveral, FL	Successful (6/10/99)
Globalstar 4 (US) LEO Comm. Satellite	**Boeing** Delta 7420	July 8, 1999 Cape Canaveral, FL	Successful (7/10/99)
Globalstar 5 (US) LEO Comm. Satellite	**Boeing** Delta 7420	July 24, 1999 Cape Canaveral, FL	Successful (7/25/99)
Globalstar 6 (US) LEO Comm Satellite	**Boeing** Delta 7420	3rd Quarter 1999 Vandenberg AFB, CA	Successful (8/17/99)
ECHOSTAR V (US) Comm. Satellite	**Lockheed Martin** Atlas IIAS	September 22, 1999 Cape Canaveral, FL	
Ikonos 2 (US) Remote Sensing Satellite	**Lockheed Martin** Athena 2	September 24, 1999 Vandenberg AFB, CA	
DIRECTV-1R (US) Comm. Satellite	**Boeing** Delta 7420	4th Quarter 1999 Cape Canaveral, FL	
Kompsat/ACRIM (Republic of Korea) Scientific Satellite	**Orbital Sciences Corp.** Taurus	4th Quarter 1999 Vandenberg AFB, CA	

As of 9/17/99

Source: AST-200
267-8308

United States Commercial Space Launch Schedule, CY 1999

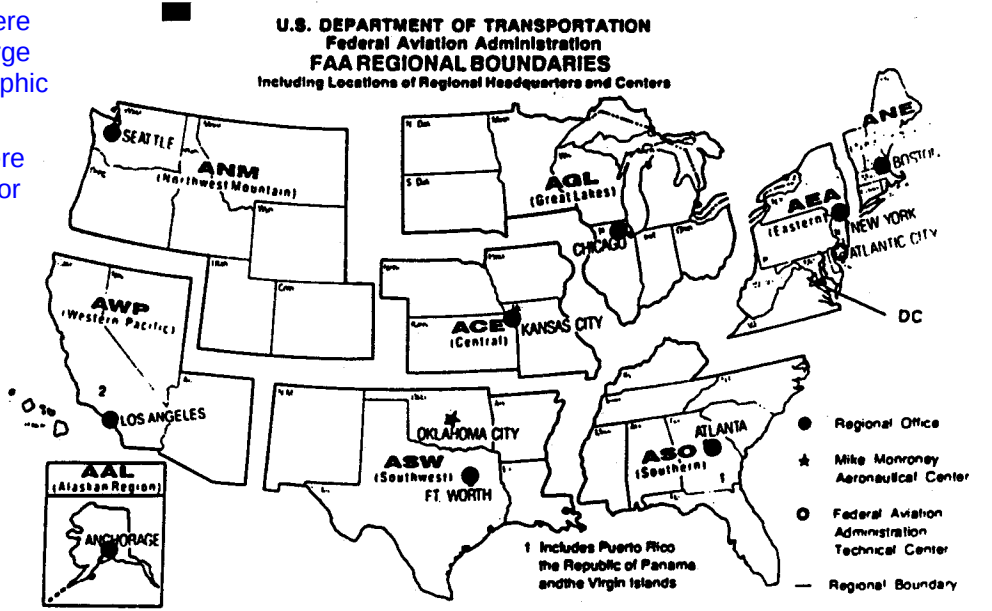
Payload (Country)/ Description	Launch Company/ Vehicle	Launch Date/ Launch Site	Status
ORBCOMM IV (US) LEO Comm. Satellite	**Orbital Sciences Corp.** Pegasus XL	4th Quarter 1999 Kwajalein Missle Range	
TSX-5 (US) Scientific Satellite	**Orbital Sciences Corp.** Pegasus XL	4th Quarter 1999 Vandenberg AFB, CA	
Globalstar 7 (US) LEO Comm. Satellite	**Boeing** Delta 7420	4th Quarter 1999 Vandenberg AFB, CA	
GBS F10 (US) Comm. Satellite	**Lockheed Martin** Atlas II	3rd Quarter 1999 Cape Canaveral, FL	

* Athena 2 Launch: Failure of Payload Fairing to open.

** Delta III Launch: 2nd Stage Anomaly; Payload placed in wrong orbit.

Click here to enlarge this graphic

Click Here for a color Graphic



Major Work Force Employment

	Employment[1]				
	FY98	FY99	Jan-00	% Change	Actual Change
Air Traffic Controller Work Force	17,728	17,639	17,514	-0.7%	-125
ATCS[2] (bargaining unit employees)	14,966	14,902	14,853	-0.3%	-49
Traffic Management Supervisor (TMC)/ Supervisory TMC[2]	702	770	730	-5.2%	-40
Operations Supervisors[2]	2,060	1,967	1,931	-1.8%	-36
Flight Service Stations	3,104	3,017	2,981	-1.2%	-36
Field Maintenance (210-211 only)	8,338	8,070	7,951	-3.2%	-119
Security Work Force	1,167	1,136	1,129	-2.7%	-7
(Airport Security New Hires)	[275]				
Airports Work Force	478	480	462	0.4%	-18
Research & Acquisition Work Force[3]	1,963	1,991	1,990	1.4%	-1
Aircraft Certification	1,024	980	952	-4.3%	-28
Flight Standards Work Force	4,506	4,357	4,251	-3.3%	-106

[1] Full time permanent appointments (operations direct).
[2] Included in Air Traffic Controller Work Force Total.
[3] Includes direct operations, F&E, and R,E&D.

Source: APF-100
267-9946

As of: 1/31/00

FAA Resources

FAA Employment
(Permanent Employees)[1]

	FY 98	Jun-99
Line of Business		
Air Traffic Services (ATS)	35,789	36,356
Regulation and Certification (AVR)	5,721	6,109
Civil Aviation Security (ACS)	1,175	1,152
Airports (ARP)	483	480
Research and Acquisitions (ARA)	1,899	1,908
Comm. Space Transportation (AST)	28	31
Administration (AAD)	3,073	NA
Staff Offices	631	3,734
Total	**48,799**	**49,770**
Region/Center/Headquarters (included in above total)		
Aeronautical Center	1,609	1,629
Alaskan	1,449	1,438
Central	2,528	2,508
Eastern	5,480	5,446
Great Lakes	6,149	7,111
New England	1,965	1,933
Northwest Mountain	4,270	4,269
Southern	7,792	7,795
Southwest	5,415	5,380
Western-Pacific	5,747	5,702
Washington Headquarters (only)[2]	3,631	3,740
Washington Headquarters Field[3]	1,794	1,840
Technical Center	970	979

[1] Full time permanent and part time permanent employees only.

[2] Washington Headquarters employees physically located in FOB-10A and surrounding areas (i.e. Portals, Market Square, etc.).

[3] Washington Headquarters employees physically located in the Field (i.e. Technical Center, Aeronautical Center, etc.)

Source: APF-100

As of: 6/30/99

267-9946

FAA Percent Minority & Female Employment[1]

Lines of Business/Region/Center/Headquarters	% Minority FY 98	% Minority Jun-99	%Female FY 98	%Female Jun-99
AirTraffic Services (ATS)	15.93	16.11	18.63	18.72
Regulation and Certification (AVR)	16.99	17.17	29.26	28.77
Civil Aviation Security (ACS)	26.29	27.25	41.53	41.84
Airports (ARP)	25.05	25.00	39.33	39.37
Research and Acquisitions (ARA)	27.33	27.46	37.54	38.31
Commercial Space Transportation (AST)	39.28	38.70	21.42	22.58
Administration (AAD)	30.84	NA	52.91	NA
Staff Offices	35.02	31.28	52.45	52.73
Total	**18.04**	**18.16**	**23.97**	**23.99**
Aeronautical Center	23.79	23.75	40.84	41.31
Alaskan	14.07	14.74	25.94	25.86
Central	12.81	13.31	24.48	24.92
Eastern	14.68	14.76	18.83	19.05
Great Lakes	10.76	10.70	19.93	19.89
New England	8.24	8.27	21.11	21.10
Northwest Mountain	11.49	11.71	22.36	22.34
Southern	19.00	19.56	19.95	20.11
Southwest	19.66	19.73	20.79	20.78
Western-Pacific	26.83	27.58	21.03	20.79
Washington Headquarters (only)[2]	32.91	32.88	46.18	46.04
Washington Headquarters Field[3]	15.68	15.70	29.74	29.61
Technical Center	21.23	21.04	32.06	32.68

[1] Full-time permanent, and part-time permanent employees only (FTE 1111 & 1132).

[2] Washington Headquarters employees physically located in FOB-10A and surrounding areas (i.e. Portals, Market Square, etc.).

[3] Washington Headquarters employees physically located in the Field (i.e. Technical Center, Aeronautical Center, etc.).

As of: 6/30/99

Source: APF-100

Labor Relations

	BARGAINING UNITS	LABOR AGREEMENTS	EMPLOYEES REPRESENTED
Unions	**29**	**18**	**34,804**
AFGE	7	6	1,250
AFSCME (HQ)	3	0	1,525
LIUNA	1	1	170
NAATS	1	1	2,390
NAGE	2	1	344
NATCA (AT)	2	1	15,100
NATCA (AF)	1	1	1,100
NATCA (HQ)	1	0	100
NFFE	2	2	1,000
NUDAI	1	0	25
PAACE	2	2	400
PASS (AF/EA)	1	1	7,500
PASS (AVN)	1	1	250
PASS (FS)	3	1	3,500
PASS (AIR)	1	0	150

AFGE --American Federation of Government Employees
AFSCME --American Federation of State, County, and Municipal Employees
LIUNA --Laborer's International Union of North America
NAATS --National Association of Air Traffic Specialists
NAGE --National Association of Government Employees
NACTA --National Air Traffic Controllers Association
NFFE --National Federation of Federal Employees
NUDAI --National Union of Drug Abatement Inspectors
PAACE --Professional Association of Aeronautical Center Employees
PASS --Prefessional Airway System Specialists

Source: AHL-200
267-3375

As of: 3/15/00

FAA Finances
(In Millions of Dollars)

	FY 1999 Actual	FY 2000 Est.		FY 2001 Est.	
Budget Authority			1		
Grants-In-Aid (Obligation Limitation)	1,950	1,846		1,950	
Research, Engineering, & Developm	150	156	2	184	
Facilities and Equipment	2,121	2,045		2,495	
Operations	5,586	5,893		6,592	
Total	**9,807**	**9,940**		**11,221**	
Obligations Incurred--Operations					
Appropriation by Budget Activity					
Air Traffic Services	4,351	4,657		5,210	
Regulation and Certification	619	644		692	
Civil Aviation Security	120	131		144	
Airports	48	0		0	
Research and Acquisitions	78	176		197	
Commercial Space Transportation	6	7		13	
Administration	264	0		0	
Regional Coordination	0	95		0	
Human Resources	0	53		0	
Financial Services	0	39		0	3
Staff Offices	84	76		336	
Essential Air Service	0	32		0	
Total	**5,570**	**5,912**		**6,592**	
Airport Grant Obligations (NET)					
Primary Airports & Cargo	514	612		613	
States/Territories/Insular/Alaska Sup	356	353		360	
Entitlements	0	136		136	
Discretionary Fund	1,080	750		781	
Total	**1,950**	**1,851**		**1,890**	
Total FAA Outlays	**9,507**	**9,748**		**10,558**	
Trust Fund Receipts from Excise Taxes					
Passenger Ticket Tax	5,941	4,850		4,911	
Passenger Flight Segment Tax	1,339	1,594		1,809	
Waybill Tax	412	443		479	
Fuel Tax	1,009	854		878	
International Departure/Arrival Tax	1,484	1,286		1,367	
Rural Airports Tax	57	54		57	
Frequent Flyer Tax	149	141		144	
Aviat. User Fees, Legislative propos	0	0		965	
Interest on Investment	698	762		800	
Offsetting Collections	32	165		167	
Total	**11,121**	**10,149**		**11,577**	

Numbers may not add due to rounding.

Source: ABU-100
267-9070

1/ Includes 2000 supplemental request.

2/ Reflects $30 million rescission.

3/ The budget reflects the consolidation of Region/Center Operations, Human Resources, and Financial Services into Staff Offices in FY 2001

FAA Facilities and Aircraft
(As of December 31)

	1999	1998	1997
Air Navigation Facilities			
VHF Omnidirectional Radio Range[1]	1,026	977	976
Instrument Landing System-LOC[1]	1,248	1,067	1,044
Approach Light System	113	108	106
Runway End Identification Light	804	761	753
Runway Visual Range Equipment	335	363	417
Visual Approach Slope Indicator	1,227	1,257	1,273
Air Traffic Control Facilities			
Air Route Traffic Control Center	21	21	21
Airport Traffic Control Tower	492	467	462
Automated Radar Terminal System	195	194	197
Flight Service Station	77	76	77
Airport Surveillance Radar-Terminal	235	233	232
Air Route Surveillance Radar-Enroute	120	125	123
Remote Center Air-Ground Facilit[1]	712	714	742
Remote Communications Outlet	1,733	1,716	1,702
Direction Finder Equipment	132	139	143
FAA Aircraft*	49	48	48

[1]Includes Commissioned and Tested

Source: AOP-200
267-5928
AFP-100*
405-954-6233

As of: 12/31/99

FAA Officials

Washington Headquarters

Routing Symbol	Officials
AOA	**Administrator**
	Jane F. Garvey, 267-3111
	Carl Burleson, Chief of Staff, 267-3111
ADA	**Deputy Administrator**
	Monte R. Belger (Actg.), 267-8111
	Shirley S. Miller (Actg.), Executive Assistant, 267-8111
AOZ	*Free Flight Phase 1*
	Director, Charles E. Keegan, 220-3300
AIO	**Assistant Administrator for Information Services**
	Daniel J. Mehan, CIO, 493-4570
	Deputy, Arthur Pyster, 493-4570
ASY*	**Assistant Administrator for System Safety**
	Christopher A. Hart, 267-3611
	Deputy, Daniel C. Hedges (Actg.), 267-3611
AGC	**Chief Counsel**
	Nicholas G. Garaufis, 267-3222
	Deputy, James Whitlow, 267-3773
ACR	**Assistant Administrator for Civil Rights**
	Fanny Rivera, 267-3254
	Deputy, Barbara A. Edwards, 267-3264
AGI	**Asst. Administrator for Government & Industry Affairs**
	Suzanne Sullivan, 267-3277
	Deputy, Robert Wrigley, 267-8211
APA	**Assistant Administrator for Public Affairs**
	Eliot Brenner, 267-3883
	Deputy, Drucella A. Andersen, 267-3462
API*	**Asst. Administrator for Policy, Planning, and Intl. Aviat.**
	David Traynham, 267-3033
	Deputy, Louise E. Maillett, 267-3927
APO	*Office of Aviation Policy and Plans*
	Director, John M. Rodgers, 267-3274
AEE	*Office of Environment and Energy*
	Director, James D. Erickson, 267-3576
*AIA**	*Office of International Aviation*
	Director, John Hancock (Actg.), 267-8112
ARC	**Assistant Administrator for Region/Center Operations**
	Ruth Leverenz, 817-222-5002 / 202-267-7369

* Updated this issue

As of: 3/6/00

Source: APF-100
267-9946

FAA Officials

Washington Headquarters--(Cont)

Routing Symbol	Officials
ABA	**Assistant Administrator for Financial Services**
	Donna R. McLean, CFO, 267-9105
	Deputy, John F. Hennigan, 267-8928
ABU	*Office of Budget*
	Director, J. Brian Riley, 267-8010
AFM	*Office of Financial Management*
	Director, Patrick J. Heidenthal (Actg.), 267-7112
*APF**	*Office of Performance Management*
	Director, Randall S. Fiertz (Actg.), 267-7140
AHR	**Assistant Administrator for Human Resource Management**
	Glenda Tate, 267-3456
	Deputy, Mary Ellen Dix, 267-3850
AHP	*Office of Personnel*
	Director, Roger M. Edwards, 267-3850
AHL	*Office of Labor & Employee Relations*
	Director, Raymond B. Thoman, 267-3979
*AHT**	*Office of Learning and Development*
	Director, Paul Longenbach, 267-9041
AHM	*Center for Management Development*
	Director, Woodie Woodward, 904-446-7136
*AHA**	*Accountability Board*
	Director, Barbara J. Smith, 267-8015
AST	**Assoc. Adm. for Commercial Space Transportation**
	Patricia Grace Smith, 267-7793
	Deputy, Joseph A. Hawkins, 267-7848
ARP*	**Associate Administrator for Airports**
	Woodie Woodward (Actg.), 267-9471
	Deputy, Paul L. Galis, 267-8738
APP	*Office of Airport Planning & Programming*
	Director, Catherine M. Lang, 267-8775
AAS	*Office of Airport Safety and Standards*
	Director, David L. Bennett, 267-3053
ACS	**Associate Administrator for Civil Aviation Security**
	Cathal L. Flynn, 267-9863
	Deputy, William S. Davis, 267-3969
ACI	*Office of Civil Aviation Security Intelligence*
	Director, Patrick T. McDonnell, 267-9075
ACO	*Office of Civil Aviation Security Operations*
	Director, Bruce R. Butterworth, 267-8537
*ACP**	*Office of Civil Aviation Security Policy and Planning*
	Director, Jan Brecht-Clark, 267-8058

FAA Officials

Washington Headquarters--(Cont.)

Routing Symbol	Officials
AVR	**Associate Administrator for Regulation & Certification**
	Thomas E. McSweeny, 267-3131
	Deputy, Peggy Gilligan, 267-7804
AAI	*Office of Accident Investigation*
	Director, Harold W. Donner (Actg.), 267-9612
AIR	*Aircraft Certification Service*
	Director, Elizabeth Erickson, 267-8235
AAM	*Office of Aviation Medicine*
	Director, Jon L. Jordon, MD, 267-3535
AFS	*Flight Standards Service*
	Director, L. Nick Lacey, 267-8237
ARM	*Office of Rulemaking*
	Director, Anthony F. Fazio, 267-9677
ATS	**Associate Administrator for Air Traffic Services**
	Steven J. Brown (Actg.), 267-7111
	Deputy, Peter H. Challan, 267-3133
AAT	*Air Traffic Service*
	Director, Ronald E. Morgan, 267-3666
*AAF**	*Airway Facilities Service*
	Director, Alan Moore (Actg.), 267-8181
ASC	*Office of System Capacity and Requirements*
	Director, Paula R. Lewis, 267-7370
ATQ	*Independent Operational Test and Evaluation*
	Director, A. Martin Phillips, 267-3341
ARS	*Air Traffic System Requirements Service*
	Director, James H. Washington, 493-0248
ARA	**Associate Administrator for Research and Acquisitions**
	Steven Zaidman, 267-7222
	Deputy, Dennis DeGaetano, 267-7222
ASU	*Office of Acquisitions*
	Director, Gilbert B. Devey, 267-8513
AUA	*Office of Air Traffic Systems Development*
	Director, William Voss, 493-0237
AAR	*Office of Aviation Research*
	Director, Herman Rediess, Ph.D., 358-5236
*AND**	*Office of Communications, Navigation, & Surveillance Sys.*
	Director, Carl McCullough, 267-3555
ASD	*Office of System Architecture and Investment Analysis*
	Director, John A. Scardina, 358-5238
ABZ	*Office of Business Management*
	Director, Lauraline Gregory, 267-3616
*ACM**	*NAS Configuration Management and Evaluation*
	Director, Patricia A. Reese (Actg.), 358-5294

Duty Officer **(202) 267-3333**

FAA Officials

Major Field Organizations

Routing Symbol	Officials
AAL	**Alaskan Region, Regional Administrator** **Patrick N. Poe, 907-271-5645** 222 West 7th Avenue, Box 14 Anchorage, Alaska 99513-7587 Duty Officer, 907-271-5936
ACE	**Central Region, Regional Administrator** **John E. Turner, 816-329-3050** 901 Locust Kansas City, Missouri 64106 Duty Officer, 816-329-3000
ACT	**William J. Hughes Technical Center, Director** **Anne Harlan, 609-485-6641** Atlantic City International Airport New Jersey 08405 Duty Officer, 609-485-6482
AEA	**Eastern Region, Regional Administrator** **Arlene B. Feldman, 718-553-3000** Fitzgerald Federal Building, JFK International Airport Jamaica, New York 11430 Duty Officer, 718-553-3100
AGL	**Great Lakes Region, Regional Administrator** **Cecelia Hunziker, 847-294-7294** 2300 East Devon Avenue Des Plaines, Illinois 60018 Duty Officer, 847-294-8400
AMC	**Mike Monroney Aeronautical Center, Director** **Lindy Ritz, 405-954-4521** 6500 South MacArthur Oklahoma City, Oklahoma 73125 Duty Officer, 405-954-3583

FAA Officials

Major Field Organizations--(Cont.)

Routing Symbol	Officials
ANE	**New England Region, Regional Administrator** **Robert S. Bartanowicz, 781-238-7020** 12 New England Executive Park Burlington, Massachusetts 01803 Duty Officer, 781-238-7001
ANM	**Northwest Mountain Region, Regional Administrator** **Larry Andriesen, 425-227-2001** 1601 Lind Avenue, S.W. Renton, Washington 98055-4056 Duty Officer, 425-227-2000
ASO	**Southern Region, Regional Administrator** **Carolyn Blum, 404-305-5000** 1701 Columbia Avenue College Park, Georgia 30337 Duty Officer, 404-305-5180
ASW*	**Southwest Region, Regional Administrator** **Ruth Leverenz (Actg.), 817-222-5001** 2601 Meacham Blvd. Ft. Worth, Texas 76137-4298 Duty Officer, 817-222-5006
AWP	**Western-Pacific Region, Regional Administrator** **William C. Withycombe, 310-725-3550** 15000 Aviation Boulevard Hawthorne, California 90261 Duty Officer, 310-725-3300

FAA Officials

International Area Offices

Routing Symbol	Officials
AEU	**Europe, Africa, & Middle East Area Office, Director** **Lynne A. Osmus, 011.32.2.508.2700** American Embassy, Brussels PSC 82 Box 002 APO AE 09724-1011
ALC	**Latin America & Caribbean Area Office, Director** **Joaquin Archilla, 305-716-3300** 8600 NW 36th Street Miami, FL 33166
APC	**Asia-Pacific Area Office, Director** **Eugene Ross Hamory, 011.65.543.1466** American Embassy 27 Napier Road Singapore 258508

SAFETY

GOAL: By 2007, reduce U.S. aviation fatal accident rates by 80% from 1996 levels.

Outcome Measures:

Fatal Aircraft Accident Rate: By 2007, reduce the U.S. aviation fatal accident rate per aircraft departure, as measured by a three-year moving average, by 80 percent from the three-year average of 1994-96.

Overall Aircraft Accident Rate: Reduce the rate per aircraft departure.

Fatalities and Losses by Type of Accident: Reduce the number and type of fatalities and losses from accidents that occur for each major type of accident.

Occupant Risk: Reduce the risk of mortality to a passenger or flight crew member on a typical flight.

Strategic Focus Areas:

Regulatory Reform: Implement a regulatory process that is timely, responsive, and consistently applied.

Safety information Sharing and Analysis: Develop partnerships with the aviation community to share data and information supporting safe, secure aviation.

Surveillance/Inspection: Develop new approaches to working with others on inspection and surveillance and targeting FAA resources where they will do the most good.

As of 3/31/99

Source: APO-120
267-3220

Accident Prevention: Based on detailed root cause analysis, prevent accidents before they happen through appropriate, targeted, systematic interventions in the aviation system.

Security

GOAL: Prevent security incidents in the aviation system.

Outcome Measures:

Explosive Device and Weapons Detection: Increase ability to detect improvised explosive devices (through use of simulants) and weapons with no significant increase in operational impact - in checked and carry-on baggage and on the person.

Compliance with Security Requirements: Increase as measured by compliance audits.

Risk and Vulnerability at Airports and Airway Facilities: Reduce as measured by risk assessments.

Strategic Focus Areas:

New Security Baseline: Continue to improve the baseline security system for civil aviation.

Performance and Procedures: Maximize the performance capability of people working in security for air carriers and airport operators and at FAA facilities.

Information Security Architecture: Develop a systematic information security architecture that describes the future NAS information security system FAA will build toward.

SYSTEM EFFICIENCY

GOAL: Provide an aerospace transportation system that meets the needs of users and is efficient in the application of FAA and aerospace resources.

Outcome Measures:

System Flexibility: Reduce total number of published ATC preferential routes by 7%.

User Access: Reduce the average call waiting times for Automated Flight Service Stations (AFSS) by 20%.

System Delays: Reduce the rates of volume and equipment related delays by 20%.

Strategic Focus Areas:

NAS Modernization: Using the NAS Architecture as the guideline, continually refine and update the NAS to achieve efficient aerospace systems and operations.

Free Flight: Within safety consideration, work toward giving aircraft the opportunity to fly in the way that gives them the most benefit as they define it.

Systems Integration: Integrate airport and commercial space requirements into NAS planning and architecture.

ENABLING GOALS:

***People:* The Foundation of Accomplishment**

Provide a model work environment supporting the productive, diverse, and highly skilled workforce needed to carry out the FAA mission into the twenty-first century. To accomplish this, FAA will focus on:

Intellectual Capital

Managing the Diverse Work Force

Quality of Work Life

***Reform:* The Framework for Accomplishment**

Fundamentally change the way the FAA operates by implementing personnel and acquisition reform and pursuing financial reform. FAA will focus on:

Acquisition Reform

Personnel Reform

Financial Reform

The Environment: **Our Responsibility**

Address what may represent the single greatest challenge to the continued growth and prosperity of civil aerospace as we enter the twenty first century, focusing on:

Understanding Aerospace Environmental Impacts

Reducing Aerospace Environmental Impacts of FAA Activities

Quantify and Mitigate Environmental Impacts of FAA Activities

Global Leadership: **Commitment to Worldwide Improvements**

Improve safety, security and system efficiency globally through:

International Safety Oversight

Global Safety Action Plan

Global CNS/ATM Development and Implementation

International Regulatory Harmonization

NOTES

FAA VALUES

We Believe in

- ☆ *Trust*
- ☆ *Integrity*
- ☆ *Honesty*
- ☆ *Involvement*
- ☆ *Teamwork*
- ☆ *Diversity*
- ☆ *Respect*

We Are Committed To

- ☆ *Responsiveness*
- ☆ *Quality*
- ☆ *Timeliness*
- ☆ *Fiscal Responsibility*
- ☆ *Accountability*
- ☆ *Communication*

We Will Achieve These Values By

- ☆ *Giving people what they need, then letting them do their jobs.*
- ☆ *Making timely decisions at the lowest level and respecting them.*
- ☆ *Committing our best to our customers.*
- ☆ *Valuing our people.*
- ☆ *Being open to new ideas.*
- ☆ *Speaking out for what we believe, even when it is unpopular.*
- ☆ *Recognizing each person's contributions and realizing each person's full potential.*
- ☆ *Collaborating across organizations.*
- ☆ *Taking pride in what we do.*